

## Job Evaluation Report

City Service Commission Meeting: December 8, 2015

### HEALTH DEPARTMENT

Current	Recommendation
Public Health Nurse PR 2DN (\$53,044 - \$59,498) 50 Positions  FN: Public Health Nurse Coordinator duties additional \$45 biweekly  FN: Certifications attain/maintain or Master's Degree additional \$30 biweekly	Public Health Nurse 1 PR 2DN (\$53,044 - \$59,498) Underfill Title FN: Recruitment above minimum allowed commensurate with experience and credentials with DER approval.
	Public Health Nurse 2 PR 2EN (\$55,696 - \$63,426) Underfill Title FN: Recruitment above minimum allowed commensurate with experience and credentials with DER approval.
	Public Health Nurse 3 PR 2FN (\$62,060 - \$67,616) 36 positions
	Public Health Nurse Coordinator PR 2GN (\$56,234 - \$72,063) 14 positions
	FN all Titles: Related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health additional \$30 biweekly.
Nurse Practitioner-STD/HIV Program PR 2GN (\$57,572 - \$72,063)	Nurse Practitioner PR 2HN (\$58,157 - \$76,806)

### Background

The Commissioner of Health Bevan Baker has proposed a Career Ladder for Public Health Nurse, Public Health Nurse Coordinators, and Nurse Practitioner. This initiative has been led by Director of Nursing Tiffany Barta and developed by the Health Department committee members including: Jill Radowicz, Julie Katrichis, Erin Cronn, Jill LeStarge, Susan Hempel Picione, Tim Maher, and Lara Sobek. The committee worked in collaboration with Employee Relations staff including Maria Monteagudo, Employee Relations Director Carl Nagy and Andrea Knickerbocker, Human Resources Managers.

Over the last several years the Milwaukee Health Department has had difficulty attracting and retaining Public Health Nurses. The City of Milwaukee competes for Nurses with community based clinics, hospitals, and schools that recruit nurses with four year degrees at higher salaries and often with signing bonuses. This high turnover rate and the ongoing need to fill vacancies prompted a review of the relevant labor market earlier this year. An interim report recommending a higher minimum recruitment rate for nurses was approved by the Common Council and Mayor in June of this year. This labor market review revealed that the pay level for Public Health Nurses is significantly below the local labor market. This report recommends new pay ranges and pay progression for a career ladder linked to competencies, work performance and credentials.

Extensive and detailed documentation on this career ladder is included in the appendix and includes position level definitions, competencies, continuing education requirements, performance expectations, performance review forms and procedures, and the implementation process.

<b>Current:</b>	<b>Public Health Nurse</b>	<b>PR 2DN \$53,044 - \$59,498</b>	<b>50 positions</b>
<b>Recommended:</b>	<b>Public Health Nurse 1*</b>	<b>PR 2DN \$53,044 - \$59,498</b>	<b>Underfill Title</b>
	<b>Public Health Nurse 2*</b>	<b>PR 2EN \$55,696 - \$63,426</b>	<b>Underfill Title</b>
	<b>Public Health Nurse 3</b>	<b>PR 2FN \$62,060 - \$67,616</b>	<b>36 positions</b>
	<b>Public Health Nurse Coordinator</b>	<b>PR 2GN \$56,234 - \$72,063</b>	<b>14 positions</b>
<b>*Recruitment commensurate with experience and credentials with the approval of DER</b>			

The Milwaukee Health Department Public Health Nurses provide population-based and individual nursing activities in homes, schools, clinics, and community settings that are designed to assure that healthcare is accessible and available to residents. The majority of the positions are dedicated to meeting the public health outcomes for the Family and Community Health and Disease Control and the Environmental Health Divisions. Nursing programs addressing these outcomes include Empowering Families of Milwaukee, Nurse Family Partnership, Communicable and Infectious Disease, Home Environmental Health, Immunizations, Men's Health, STD/HIV, Tuberculosis Control Program, Newborn Screening, Parents Nurturing and Caring For Children, and Milwaukee Breast Cervical Awareness Program. While some Public Health Nurses provide direct clinical services such as immunizations, the main focus of all positions is to assess the needs of the individuals within the context of a community setting by considering economic, social, political, and environmental factors that frequently serve as resources and barriers to achieving and sustaining the public's health.

The interim report recommending a higher minimum recruitment rate of \$53,044 was approved in June of this year. This labor market review also reveals that the maximum pay level for Public Health Nurses is below the local labor market.

### Salary Survey – Public Health Nurses

June, 2015

Jurisdiction	Title	Pay Range Minimum	Pay Range Maximum
State of Wisconsin*	Public Health Nurse-Advanced	\$52,584	\$101,073
State of Wisconsin*	Public Health Nurse	\$46,365	\$90,183
Waukesha County	Public Health Nurse	\$56,410	\$74,422
City of Greenfield	Public Health Nurse	\$58,722	\$67,382
West Allis	Public Health Nurse II	\$55,806	\$64,043
Milwaukee Public Schools	School Nurse - 10 month position	\$45,397	\$63,445
West Allis	Public Health Nurse I	\$54,704	\$61,068
City of Milwaukee	Public Health Nurse	\$53,044	\$59,498

\*Actual State of Wisconsin salaries range from 46K to \$90K with an average salary of \$69,785.

Over the past three years, the City of Milwaukee Health Department has been faced with recruitment and retention problems. During this span of time a significant number of nurses have resigned or retired, often leaving a large number of vacancies for extended periods of time. Currently there are seven vacancies of Public Health Nurse. Many of the current employees are at varying stages of training and are therefore limited in the scope of their practice within the Public Health Nurse role. This situation is affecting day to day operations of the Health Department, its ability to effectively carry out essential duties with respect to the area of case management, immunization clinics, and the achievement of required objectives within the department's multiple grant-funded programs.

The proposed Public Health Nurse Career ladder is a standardized system of behavioral and performance benchmarks which provides a process for objective evaluation, career growth, personal development and appropriate level of compensation for a Public Health Nurse. This process begins with performance planning, followed by routine coaching and counseling, culminating in performance evaluation and appraisal. Four levels of Public Health Nurse are proposed as a part of this report.

Title	PHN 1	PHN 2	PHN 3	PHN-Coordinator
Minimum Experience/Education	BS in Nursing, Nursing License	At least one year of PHN experience	At least three years of PHN experience	At least four years of PHN experience
PHN Expertise Level	<u>Novice/Beginner</u> Focused on competency building and skills development	<u>Competent</u> Assumes broad responsibilities requiring increased autonomy and professional judgement	<u>Proficient</u> Highly skilled PHN drawing upon experience, intuition, and abstract thinking to guide practice	<u>Expert</u> Well-developed public health expertise
Leadership Skills/Resource		Beginning leadership role	Emerging leadership style	Recognized leader and resource
Client Care Role	Participates in a structured environment under supervision using a prescribed framework to guide practice	Focus on expanding skills, integrating experience-based and theoretical knowledge into practice	Proficient in navigating the public health system	Expanded role beyond expectation of direct client care, advocate
Breadth of duties and responsibility	Uses <u>basic nursing knowledge</u> to provide safe client care while gaining public health experience	Provides effective care, becoming <u>adept in handling complex clients and situations</u>	<u>Increased complexity based upon the need to use an interdisciplinary approach</u> to maximize the delivery of quality care	<u>Represents the department within the community.</u> Promotes the field of Public Health Nursing
Level of Responsibility	Learning to perform full scope of public health experience	Continues to seek mentoring and guidance	Mentor or preceptor role	Highest level non-supervisory PHN

**Current:** Nurse Practitioner-STD/HIV Program PR 2GN \$57,572 - \$72,063  
**Recommendation:** Nurse Practitioner PR 2HN \$58,157 - \$76,806

The Nurse Practitioner is an integral member of the Sexually Transmitted Disease clinical team, providing state-of-the-art STD medical services and clinical training to practicing health care providers in the region. The scope of practice includes the blending of nursing and medical services for individuals, families and groups. This includes individual clients and the impact of their behaviors on the health of the community. In the Milwaukee Health Department STD clinic, the Nurse Practitioner oversees and guides the practice of Public Health Nurses who staff the clinic, as well as acting as a preceptor for Advance Practice Nurses, medical students and medical residents. The Nurse Practitioner diagnoses and treats sexually transmitted diseases based on national STD guidelines provided by the Center for Disease Control and Milwaukee Health Department medical orders. The Nurse Practitioner works with the Health Department's Medical Director in the interpretation and updating of the department's STD medical orders. The Nurse Practitioner must meet all regulatory requirements for certification and education for the State of Wisconsin.

Based upon pay data from the Economic Research Institute (a subscription salary survey database) for Nurse Practitioners within southeastern Wisconsin, this report recommends reallocating the Nurse Practitioner up to Pay Range 2HN (\$58,157-\$76,806).

### **Pay Progression and Promotion within the Career Ladder**

A performance assessment will be done on an annual basis for each employee including a one year probationary review at each title level. The performance assessment provided within a level is a combination of:

- Demonstration of competency in Business Practices, Professional Conduct and Work Expectation, and achieving Technical Competencies
- Achievement of goals
- Attainment of Continuing Education Credits, higher education coursework, or equivalent each year

A performance assessment rating that 'Meets Expectations' or higher will result in a 2% salary increment calculated on the employee's current rate of pay. An employee paid at the maximum of the pay range of Public Health Nurse 3 or Public Health Nurse-Coordinator that 'Meets Expectations' or higher would receive a 2% lump sum amount.

An employee who receives a performance assessment rating of less than 'Meets Expectations' will result in a Performance Improvement Plan and/or disciplinary action. An employee may initiate an appeal of a performance assessment. This procedure is detailed within the career ladder document in the addendum of this report. If an employee's appeal is successful, the salary increment would be retroactive.

Promotion to a higher level title within the career ladder will result in a 5% promotional increment or the minimum of the pay range, whichever is higher.

### **Special Attainment Pay**

This career ladder retains an employee's eligibility to receive special attainment pay for a Master's Degree or nursing-practice related certification. Determination of certification eligibility will be determined by the Commissioner of Health and will result in an additional \$30 biweekly. These certifications must be maintained in order to continue to receive the associated increment.

### **Career Ladder Implementation Process**

With the approval of this career ladder, employees who have completed an initial probationary period will complete a performance assessment and then be placed into the appropriate Public Health Nurse title effective retroactive to the implementation date of this report. Employees currently within a probationary period will be placed into the appropriate Public Health Nurse title effective retroactive to the implementation date of this report in consultation with the Director of Nursing, Health Department human resources personnel and Employee Relations.

### **Actions Required – Effective Pay Period 1, 2016 (December 20, 2015)**

In the Salary Ordinance, under Pay Range 2DN, delete the title "Public Health Nurse" and footnotes "9", "10" and "11" in their entirety; add the title "Public Health Nurse I (9)(10)" with the footnotes to read: "(9) Recruitment is at \$2,040.16 (\$53,044.16) Recruitment above minimum is allowed commensurate with experience and credentials with DER approval." and "(10) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2EN, add the title "Public Health Nurse 2 (14)(15)" with footnote "14" to read: "(14) Recruitment is at \$2,142.15 (\$55,696.00). Recruitment above minimum is allowed commensurate with experience and credentials with DER approval. Employees will advance at 2% of the

employee's base rate on an annual basis upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials: \$2,142.15 - \$2,439.48 (\$55,696.00 - \$63,426.48)." and "(15) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2FN, add the title "Public Health Nurse 3 (9)(10)" with footnotes to read: "(9) Recruitment is at \$2,386.92 (\$62,060.00). Employees will advance at 2% of the employee's base rate on an annual basis (2% lump sum if paid at the maximum of the range) upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials: \$2,386.92 - \$2,600.60 (\$62,060.00 - \$67,615.60)., and "(10) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2GN, delete the title "Nurse Practitioner – STD/HIV Program" and footnote "2" in its entirety; add the title "Public Health Nurse Coordinator (2)(11)" with the footnotes to read: "(2) Recruitment is at \$2,162.85 (\$56,234.00). Employees will advance at 2% of the employee's base rate on an annual basis (2% lump sum if paid at the maximum of the range) upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials: \$2,162.85 - \$2,771.65 (\$56,234.00 - \$72,062.90).", and "(11) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2HN, add the title "Nurse Practitioner (10)" with footnote "10" to read: "(10) Recruitment is at \$2,236.81 (\$58,157.06)." Employees will advance at 2% of the employee's base rate on an annual basis (2% lump sum if paid at the maximum of the range) upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials.

In the Positions Ordinance, under Health Department, Family and Community Health Services Division, Men's Health Program, delete one position of "Public Health Nurse (X)(G)(O)" and add one position of "Public Health Nurse 3"; under Southside/Norwest Health Center, delete two positions of "Public Health Nurse (X)(G)(O)" and add two positions of "Public Health Nurse Coordinator (X)(G)(O)"; under Empowering Families of Milwaukee Program, delete four positions of "Public Health Nurse (X)(G)(EEE)" and add four positions of "Public Health Nurse 3 (X)(G)(EEE)", delete five positions of "Public Health Nurse (X)(G)" and add five positions of "Public Health Nurse 3 (X)(G)", delete three positions of "Public Health Nurse (X)(G)(O)" and add three positions of "Public Health Nurse 3 (X)(G)(O)"; under Nurse Family Partnership Program, delete four positions of "Public Health Nurse (X)(G)(J)" and add four positions of "Public Health Nurse 3 (X)(G)(J)", delete three positions of "Public Health Nurse (X)(G)(O)" and add two positions of "Public Health Nurse 3 (X)(G)(O)", and one position of "Public Health Nurse Coordinator (X)(G)(O)", delete one position of "Public Health Nurse (G)(X)" and add one position of "Public Health Nurse 3 (G)(X)"; under PNCC/CCC/Newborn Screening Program, delete five positions of "Public Health Nurse (X)(G)(O)(N)" and add four positions of "Public Health Nurse 3 (X)(G)(O)(N)", and one position of "Public Health Nurse Coordinator (X)(G)(O)(N)", delete one position of "Public Health Nurse (G)(X)" and add one position of "Public Health Nurse Coordinator (G)(X)"; under Milwaukee Breast Cancer Awareness Program, delete two positions of "Public Health Nurse (X)(G)(GG)(JJ)" and add one position of "Public Health Nurse 3 (X)(G)(GG)(JJ)" and one position of "Public Health Nurse Coordinator(X)(G)(GG)(JJ)"; under Disease Control and Environmental Health Services Division, Childhood Lead Detection Program (Z), delete one position of "Public Health Nurse (X)(G)(Z)" and add one position of "Public Health Nurse 3 (X)(G)(Z)", under Lead Poisoning Control Program – (CDBG), delete two positions of "Public Health Nurse (X)(G)(TT)" and add one position of "Public Health Nurse 3 (X)(G)(TT)", and one position of "Public Health Nurse Coordinator (X)(G)(TT)", under Sexually Transmitted Disease Clinic, delete five positions of "Public Health Nurse (X)(G)", add four positions of "Public Health Nurse 3 (X)(G)" and one position of "Public Health Nurse Coordinator (X)(G)"; under Tuberculosis Control Unit, delete two positions of "Public Health Nurse (X)(G)" and add one position of "Public Health Nurse 3 (X)(G)" and one position of "Public Health Nurse Coordinator (X)(G)"; under Communicable Disease Division, delete five positions of "Public Health Nurse (X)(G)", add three positions of "Public Health Nurse 3 (X)(G)" and two positions of "Public Health Nurse Coordinator (X)(G)"; under Immunization Action Plan Grant (DD), delete three positions of "Public Health Nurse (X)(G)(P)(DD)(EE)(AA)" and add three positions of "Public Health Nurse Coordinator (X)(G)(P)(DD)(EE)(AA)."

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